



**Sustainable Development Goals and the Hospitality Sector:
A Worldwide Empirical Approach**

Journal:	<i>Worldwide Hospitality and Tourism Themes</i>
Manuscript ID	Draft
Manuscript Type:	Article
Keywords:	sustainable development goals, hotel, tourism, worldview approach

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Manuscripts

DOI: 10.1108/WHATT-08-2020-0085

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Sustainable Development Goals and the Hospitality Sector: A Worldwide Empirical Approach

Abstract

Purpose –

This chapter seeks to offer an insight of the Sustainable Development Goals (SDGs) initiatives of five international hotels namely Ibis Getafe, NH Hotels, Occidental Hotels and Resorts, Mariposa Hotel and Zanzibar Collection. The objective is to show how hoteliers around the world engage into sustainable actions. The chapter will mainly focus on Zanzibar Collection, as the author had a longer experience at this particular hotel and at the time of writing, he was still working at the hotel.

Design/methodology/approach – The methodology chosen is case study and the narratives are based on the author’s life experience. Data is derived from a number of case studies which are analysed in an exploratory and descriptive manner.

Findings – The findings show that the hospitality sector is committed to the SDG, but there are variations in the ways hotels address the SDGs. Based on the findings, it would seem that hotels studied cover most of the SDGs as they are seen contributing in the three main spheres of sustainability namely the economy, the society, and the environment.

Practical implications – The five hotels studied are engaged in responsible actions that are sustainable and that reduce the ecological impact. These actions have a positive impact on guests, staff and hoteliers. The findings may serve as an inspiration to hotels which are not too committed in driving the SDG goals in their establishment. The findings also serve as a lesson to hoteliers who do not engage in responsible actions within their operations.

Keywords – Sustainable Development Goals, Hotels, Tourism, Worldview Approach

Sustainable Development Goals and the Hospitality Sector: A Worldwide Empirical Approach

1. Introduction

The hospitality sector worldwide is increasingly seen as a source of economic, environmental, social and cultural benefits through its support of job creation, improvements to infrastructures and cultural understanding (Seraphin, Gowreesunkar and Bacari, 2017). This implies that the hospitality industry is playing a major role in the achievement of the Sustainable Development Goals (see Jones and Comfort, 2019). The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by United Nations Member States in 2015, as a universal call to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030 (United Nations Development Programme, 2020). The SDGs comprise 17 objectives that UN Member States agreed to achieve by the year 2030 and according to the UNEP (2020), achieving the SDGs requires the partnership of governments, private sector, civil society and citizens alike. Since, hospitality industries have often been in the limelight in sustainability debates (see Bohdanowicz and Zientara, 2009; Khairat and Maher, 2012; Gowreesunkar, Seraphin and Van Der Sterren, 2015), international tourism associations like the United Nations World Tourism Organisation and the United Nations Development Programme encourage hotel operations to implement the SDGs in their establishments, as these are of critical importance to drive responsible businesses (Jones and Comfort, 2019). The SDGs plan provides not only a vision for the world but also comprises a positive and feasible agenda to protect people and the planet and secure a brighter future. As a result, businesses are interested to internalise the SDGs, as they increasingly understand that to thrive in a connected and globalised world, they have to embrace this philosophy. In an attempt to build an understanding of how hotels from different parts of the world are implementing the SDGs action, this chapter offers a broad insight of the sustainability initiatives of five hotels using the case study approach. The selected hotels have been the workplace of the author and the narratives are based on the author’s experience.

2. Conceptual and philosophical foundation of the study

2.1. Theory

‘Life history presents an individual’s or individuals’ experience of life. Life history is sometimes included as a type of narrative enquiry’ (Hammond & Wellington, 2013: 97). The purpose of life history is often to create and share knowledge; but also to identify and understand changes that have occurred in the life on an individual (Hammond & Wellington, 2013; Quinlan, 2011). However, its generalization can be problematic (Hammond & Wellington, 2013). Studying individual’s or individuals’ experience of life, contribute to the collection of psychographics or lifestyle data, which ‘is concerned with people’s personality traits, what interests them, how they live, and their values’ (Silver, Stevens, Wrenn & Loudon, 2013: 119). Life history could be associated with what Gartner (1993) is calling organic agents, in other words, experiences that are acquired through personal experience. Those experience are normally the most trusted source of information (Gartner, 1993). Any tale of a life experience has a witness value, as thus, it is trustworthy (De Ascaniis & Grecco-Marasso, 2011). Hence why travel writing, because they are tale of experience tend to be trusted by readers (Woodside & Megehee, 2010; De Ascaniis & Grecco Morasso, 2011). Life history, or life experience could be opposed to induced agents, generally controlled by sources external to the individual such as advertisements; and autonomous agents (are media sources or popular culture such as films or documentaries (Gartner, 1993).

2.2. Life experience

I’m Chaarani Bacari and it has been 15 years since that I am working in hospitality and tourism sector. Since my young age, I am exposed to the hospitality sector, as my mother was working in the housekeeping department at “Hotel des Nations” in Paris (France). Some people

told me that I'm lucky to be where I am now, in my point of view, it is not about luck, but about hard work, sacrifice and most importantly, staying focused on the life goals. I started my career as a cook with my bachelor in Hospitality and Restaurant Option Cuisine from August Escoffier in France. I remember during my studies I used to work during summer at the kitchen in Corsica (South of France) and during the weekend as a waiter at "Le Méridien Etoile" in Paris (France). During my 4 years at "Lycée August Escoffier", I learned both side of the restauration and this gave me a better idea and understanding of what I want and where I'll be in the next 20 years. In a corner of my head, my idea was to be a hotel manager and to have my own hotel in my parent's native country, Comoros Island. I knew to reach my goal it will not be an easy way and I'll need to know all the facets of the hospitality sector and work hard really hard to reach this goals.

After 4 years at "Lycée Auguste Escoffier" and with the support and help of my English teacher (Mr Dupuch), I have been accepted to the " Vocational High School, Francois Mitterrand". It has been intense 1-year learning and training about the hospitality and "Art de la table" around several European countries (France, Spain, Germany and Italy) for a total 46 weeks. During these 46 weeks, we have been trained and learned new cultures, languages and new procedures of work.

Personally, this academic experience opened new doors to me, and developed in better understanding of my inner talent, pushed me out of my comfort zone and the more importantly, helped in defining priorities and in reaching my goals.

During my 15 years in the hospitality and tourism sector, I had the opportunity to see and work in several continents and in almost all the departments possible in a hotel. Since my young age, I was watching my mother at housekeeping. During my trainings, summer jobs and professional career as waiter in France and Italy as training and extras, Cook in France and Chef de Partie in Spain at "Ramses" restaurant one of the most fashion restaurant at Puerta de Alcala in center of Madrid, Receptionist and Reservations at "Ibis Getafe" (Accord Group) and NH Hoteles (NH Hotel Group, now date part of Minor International), Event, Marketing and Sales in Haiti at "NH Haiti el Rancho" (NH Hotel Group) and "Hotel Royal Oasis" (Occidental Hotels & Resorts, now part of Barceló), to now as hotel manager in Nicaragua at "Mariposa Hotel" a boutique hotel in Leon and currently at "The Zanzibar Collection" a luxury family hotel chain with 4 hotels "Breezes Beach Club & Spa", "The Palms", "Baraza" and "Zawadi. I'm managing "Breezes Beach Club & Spa" the biggest and the first one of a company and when I can help, I give support to others properties.

My idea and philosophy of thinking it's all the time the same. Know the culture, the history of the place, trying to know my staff as human being (background, history, family etc...) not only as staff members. At the end staff spend lot of time at work and they need to feel comfortable and feel that someone understands them. With my background and experiences in different countries, my staff knows what I'm talking about. They know that I understand the theory and the practical part of the sector, where sometime, we do have a big gap between both. As I often repeat to myself, I cannot be a good manager without knowing and understanding my team and how the job should be done. Another point really important and where I all the time try to push it, is to be more involved to giving back to the local community and market.

2.3. Mobility and happiness

Voyage, that is, travel and in the present context, interpreted as mobility, is presented in *The history of Rasselas, prince of Abyssinia* as a way to reach happiness (Zadeh & Pirnajmuddin, 2013). Johnson enjoyed traveling to distant countries and this is how he developed his knowledge of the world (Zadeh & Pirnajmuddin, 2013). Johnson opposed two main schools of thought regarding happiness and mobility (Zadeh & Pirnajmuddin, 2013): One side that supports the fact that individual should make the most of what they have (lockdown), rather than looking to attain further needs and wants (mobility), as it won't lead to anything positive (Aden, 1961; Zadeh & Pirnajmuddin, 2013). However, a balance has been identified between lockdown and mobility, and is all based on the virtuosity of individuals (Clement & Demonque, 1995; Smith, 1996). This virtuosity can be attained if there is a quest attached to mobility, knowing that this quest must benefits the traveller and the wider community (Campistron, 2018). For instance, Herodotus traveling contributing to a better understanding of the cultures of the countries surrounding ancient Greece (Edgell, 2017). As for Marco Polo, the worldliest travellers of his era, he 'gave the world

a rare glimpse of the culture and geography of China (...) change the future of travel' (Edgell, 2017: 54-55). Charles Darwin, his traveling led to the theory of evolution (Edgell, 2017).

3. Methodology

3.1. Definition of the research method

A case study, also compared to a 'unit of analysis' (Hammond & Wellington, 2013: 16), is 'the in-depth study of a bounded entity' (Quinlan, 2011), and as such, allows the study of elements that are relevant to a particular scenario (Fox, Gouthro, Morakabati & Brackstone, 2014). This research method can help to explain the 'how' and 'why' of a phenomenon' (Hammond & Wellington, 2013). This research method can involve the study of one case, or a number of cases (Quinlan, 2011). This study is focusing on a number of cases. This type of case studies could be either exploratory, descriptive or explanatory (Brunt, Horner & Semley, 2017). Indeed, they are exploratory when they focus on two topic of research with the objective to develop research questions and objectives; descriptive multiple cases focus on two or more, but the aim is to provide an in-depth description of the projects; and finally, explanatory multiple case, still focus on two or more topics, but the aim this time is to provide explanations (Brunt et al, 2017).

3.2. Life Experience

As mentioned above, I worked in several countries for different companies, international and familial, small boutique hotel, city hotel and resorts and they have all the same common point, they are trying to be involved in sustainable solution and action from climatic change, zero hunger, gender equality, decent work and economic growth or children education. Small observation that I saw during this times, in the international company some of the projects or actions mentioned above are marked by headquarter and follow as an obligation to do it or helps. Following the social

worker atmosphere and don't be seeing as a bad person. In the family company it's was different the projects or actions, was coming and leading directly by the owners or management, they are more personally involved in a project or action. During my career in the hospitality sector, I tried to be involved on sustainable development projects and actions. I think it's our duty as fortunate people. My vision of fortunate people, is someone who had access to good education, good health care, decent work and have had life opportunities and experiences). These experiences help us to grow as person and professional. I'll be more focused on my last company "The Zanzibar Collection" and their sustainable development actions we do. Before, I want to briefly present few examples of sustainable development actions adopted by my previous employers.

3.3. Case study 1: Hotel Ibis Getafe

- Supporting the local activities in Christmas period with the "El mejor Belen de la Cuidad" or Tennis local tournament.
- As corporate company (Accord Group), good staff training with an internal E-university, who give us the opportunity to grow up in the company. Partnership with NGO's for children education or food program.
- Waste sorting and the hour for the planet.

3.4. Case study 2: NH Hotel

- As corporate company, supporting sports events, staff training with E-university and NGO's partnership for children right and education, climatic change and food program .
- In Haiti, we arrive after the earthquake for a hotel opening. we were lucky to be far from the headquarter in Spain and we had more freedom to be involve in more local actions and projects:
- We work for the insertion of women to work, trying to hiring more women as possible. I totally believe women are the future for the family development. The most important is to have the opportunity; woman can reach high position in hospitality industry and in a word.
- Local support for the earthquake commemoration with technical and logistical support.
- Staff program training based on practical training and continues follow up.
- Staff motivation and valorization to have a better life conditions.

3.5. Case study 3: Occidental Hotels & Resorts, Haiti:

- The same corporate staff and NGO's support mention above. But the same happened as NH Hotels, being far from headquarter in Spain; we had more freedom to be involved on local action and projects:
- Staff program training based on practical training and continues follow up.
- Organization of the Inter-Hotel local football tournament with 6 hotels. It was the best way to know the team, staff to know each other better and also for our staff a good way to know other hoteliers. It was a good way to break little bit the borders between management and staff, it's make us better team. Of Course it was mix team, woman can play and better than man.
- Organizing hospitality classes in collaboration with "Ecole de Communication et Techniques d'Haiti (ECOTECH).
- Giving conference about the hospitality and tourism to young people, to try to guide them on the hospitality opportunities.
- Reducing the use of plastic.
- Control of water consumption and informed our guest of the proper use of towels and water in the rooms.
- Saving energy. It's a 9 floors hotel, we fill floor by floor to avoid having all floors with lights or AC on the corridors.

3.6. Case study 4: Mariposa Hotel

- English classes to the staff with a professional teacher. This helps them at work but also in the furfur. At the end, we have to think about the professional growth of our staff.
- Staff training in all departments, to make them polyvalent and going out of their comfort zone.
- Support to local the community with:
 - Owners open a school, to provide better education for children.
 - Providing food to local association. Where their objective was to providing a breakfast and lunch to all the most needed family and most important the children.
 - Sponsoring local sport activities with material and logistic.
 - Giving support to an association helping people with social risk.

3.7. Case study 5: The Zanzibar Collection

I will continue with my last company, “The Zanzibar Collection”, where I was working as Hotel Manager. “The Zanzibar Collection” is a luxury hotel company owned by the Raguz’s family. 20 years ago, Mr. and Mrs. Raguz, took the decision to take all the family and come to invest and established themselves in Zanzibar. It wasn’t easy 20 years ago for logistics and infrastructure but they worked hard to build their small empire with their first hotel “Breezes Beach Club & Spa”. Now the family own “The Zanzibar Collection” company composed of 4 luxury hotels, “Breezes Beach Club & Spa”, “The Palms”, “Baraza Resort & Spa” and “Zawadi”, all located in the south east of Zanzibar close to Bwejuu village. As per Condé Nast, Bwejuu Paje beach has been voted one of the 30 top island beaches in the world.

“Breezes Beach Club & Spa” as mentioned, is the first hotel of “The Zanzibar Collection” with 74 rooms in 3 rooms categories (Standard, Deluxe & Suite rooms). On it, you can feel the soul of Africa and the Zanzibari style and atmosphere with his roof in Makuti and wooden furniture’s, all locally made. The second hotel, “The Palms” with 7 luxury villas with the same African and Zanzibari style but with the boutique hotel ambiance and details. The third hotel, “Baraza Resort & Spa” with 30 luxury villas with a different style from the others, we can find the influence of the Sultan of Oman with an Arabic architecture and decoration (gold & white). The fourth one and last one is, “Zawadi” with 12 luxury villas with an African contemporary and minimalist style. All the hotels are surrounding by beautiful and exotic garden delicately maintained. “The Zanzibar Collection” with his 4 hotels sums a total of 123 luxury rooms.

It’s the first hospitality company in the south east part of Zanzibar and the first focus on the luxury sector. At the end of 2019 and beginning of 2020, all the properties are rated on the top 4 of 234 hotels in Zanzibar Archipelago and has been rewarded by “Tripadvisor Travel Choice” as following: Breezes Beach Club and Spa (Top 25 Hotels in Africa & Top 3 Hotels in Tanzania), The Palms (Top 25 Small Hotels in Africa & Top 3 Small Hotels in Tanzania), Baraza Resort & Spa (Top 25 Luxury Hotels in the World & Top 5 Luxury Hotels in Africa) and Zawadi (Top 10 Small Hotels in Africa & 1 Small Hotels of Africa). The Zanzibar Collection is created nearly 850 employments in Zanzibar and mainland, direct or indirect.

- Staff, 90% of them are from local villages around and the other 10% from the mainland.

- Local suppliers, we are working with around 10 different local suppliers between fisherman, farmers, maintenance & administration.
- Artist, every night all our entertainment shows are performed by local bands.

The Raguz’s family owned others hotels around the world. The “Palacina Hotel & Suites” in Nairobi (Kenya), “Palacina Berlin” in Berlin (Germany), “506 On the River Inn” and “Mountain Meadows Lodge” (Opening first quarter of 2020) in Vermont (United State of America).With 8 properties located at different places around the world, the company employed nearly 2000 employees (direct or indirectly). The Family and The Zanzibar collection as a company are really implicated on giving back to the community, on staff development, community projects, education and environmental action. I will develop these different points later in this article.

4. Sustainability in the tourism and hospitality sector of Zanzibar

4.1. Contextual framework

Zanzibar is part of the United Republic of Tanzania is an African country located in the east part of Africa with Dodoma as the capital. It borders by Rwanda, Burundi and Democratic Republic of Congo in the west, Uganda and Kenya in the north, Zambia, Malawi and Mozambique in the south. Dodoma is a capital and Dar es Salaam the largest city, the current population is estimated at 58 924 920 (*info:based on worldometer elaboration of the latest United Nations data*). A small information the story of Tanzania name is compound of Tanganyika and Zanzibar. This unification has been made by the first president of Tanzania Julius Nyerere (1922-1999).

Tanzania shows an increase in the tourism sector with an increment of 7.13%, from 2017 to 2018 (*Info: Tanzania invest*). The number of international arrivals increased by 13.5% to 1.5 million in 2018 from 1.3 million in 2017. The United State of America visitors are leading the arrival followed by Kenyan and the United Kingdom. (*info: the ministry of tourism and Natural Resources*). Tourism & Travel sector is representing 11.7% of the total economy and 10% of total employment (*info: World Travel & Tourism Council*).

As written previously, The Zanzibar Collection is located in Zanzibar archipelago. Zanzibar archipelago is located in the Indian Ocean and has been discovering by the Portuguese in 1498. It’s a semi-autonomous region of The United Republic of Tanzania. Zanzibar is an

archipelago composed of several small islands, Mafia Island, Pemba and Unguja. Mafia island is located more in the south, Unguja the main island in front of Dar es Salaam and Pemba island in the north of Unguja. Mafia and Pemba Island are famous for the spectacular dive's spots, marine life & unique hotel (Protected area with the Mafia Island Marine Park, The Manta Resort). Unguja (more known as Zanzibar or spices island) is the largest and more populated island of the archipelago. 80km length for 30km width with 900 000 habitants (*Info: world bank 2017*). In Zanzibar, the culture and religion are different from the mainland. We can feel the Arabic influence with 98% of the Zanzibaris practice the Islamic faith which is reflected in their lifestyle and culture. Example of this influence is reflected in the architecture (Sultan Palace, Stone Town, the port etc...). Culture: pork and alcohol are not allowed in local owned properties; with the tourism we can see a change of habit. (*Hence one question: Do the tourism affect the culture and traditions? Maybe we will reply to this question in another article*). At the end Zanzibar is a melting pot of Arabic, Indian and African influences. This mix of influences forms the Swahili Culture. Culture and influences are the same that we can found to another island of the Indian Ocean, Comoros Island. Stone Town is the perfect place to feel this Swahili culture (UNESCO World Heritage Site since 2000). For the Zanzibaris fishing and farming are the main activities. Fish is an important part of the local diet (you can see the importance of this fish diet at Forodhani Park, every evening more information). One of the main economic sectors in the Zanzibar archipelago since the last years is the tourism sector. Tourism is growing in the archipelago; I can feel it and see every day new constructions. To give you an idea from 2015 to 2016, Zanzibar received 162 242 tourists in 2015 and 376 000 tourists in 2016 more than the double in 1 year. (*information from the Zanzibar Commission for tourism*).

The expectation from the Zanzibar authorities is to reach half million tourists by 2020. As it was to predict this number of half million has been reached before 2020. In 2018, 520 809 tourists and in 2019, the total of tourists reached a total of 538 264, an increase of 3.4%. They reach their goals 2 year in advance. The tourists coming to Zanzibar are mainly from Europe, USA and South Africa and we can see emerging countries like Russia, India, Israel or China. (*Info from Tourism Statistics Department with the Office of Chief Government Statistician*). The marketing sales for Tanzania is one country 3 experiences, Safaris destination in the mainland (Serengeti, Selous, Ngorongoro Crater, Lake Manyara etc...) and Zanzibar as beach and cultural destination, post-safari relax and discovery. This marketing is giving result, of course the good political situation,

1
2 better infrastructure and the increase of airlines flights helps. New hotels constructions and
3 opening, and improvement on infrastructures in Zanzibar will help to develop the tourism as the
4 new destination and as one of the place to visit in the Indian Ocean. Currently the infrastructure
5 like road and airport need to be improving for a better welcome of the tourists and movement
6 inside the island.
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11 I can feel the interest on Zanzibar, with an increase of our occupancy and requests from
12 guests. With this increase of tourists and development, authorities and hoteliers have to work
13 together to make a sustainable tourism, is our duty to create a sustainable and responsible
14 development work plan. As a new travel destination, we have to learn from others destinations as
15 Punta Cana (Dominican Republic), Maldives, Riviera Maya (Mexico), all these destinations
16 having problems with the plastics, waste management or over tourism. I think if both entities
17 public and private sector, need and have to work together on sustainable development plan and
18 actions. (Energies, waste management, plastics management, social development, education and
19 environmental and cultural impact of tourism). This sustainable development work, will help to
20 preserve the destination (fauna, flora & culture) and at the same time will help in a coherent
21 economic development. In Zanzibar, the tourism is not the only resources. As mentioned above
22 we call Zanzibar “The Spices Island”. The spices story start since ancient times, when spices was
23 exported from all Asia (Malasia, India or Indonesia) to the East African coast. It is in the eighteenth
24 century, where the spices production knew his best growth, with the first Sultan of Oman to govern
25 Zanzibar, Sultan Sayyid Said bin Sultan Al Said. The sultan encouraged the planting of trees and
26 in particular the cloves trees, for each coconut trees planted farmers had to plant one clove trees.
27 Quickly Zanzibar became a major producer of spices. To date apart from the cloves, you can found
28 in Zanzibar several spices as cardamom, vanilla, pepper, cinnamon, nutmeg and ginger.
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45 *4.2. Contribution toward sustainability*
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48 As written at the beginning of the article, The Zanzibar Collection is really involved on the
49 sustainable development in deferent aspect as mentioned above. (Education, Staff Development,
50 Community Projects, and Environmental Actions)
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53 Education:
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- The hospitality sector is growing quickly and in this vision, we do have an agreement with the State University of Zanzibar in their hospitality & tourism program. We do have a total of 6 students divides in all our properties during a period of 2 years. The first year the students will be trained in the most common department, housekeeping, reception, restaurant & kitchen during a period of 3 months in each departments between each trimester, they go back to school for a report and theory classes. The second year the students will be in specialization in requested department. During 1 year they will develop and improve their skills and abilities. They will be facing real situations and be treating like another member of the team. During all this training period, the student will be assigning a tutor who will do a weekly follow-up with the student. During these meetings the students can express these feelings and feedbacks. At the end of these 2 years the students do have the skills and they are confident enough to be ready for the labor market.
- A part of the agreement with The State University of Zanzibar, we do accept trainings from hospitality and technical school from the Mainland and Zanzibar, in all departments. In hotel, we cover the entire profession; this is the beauty of the hospitality. We do have training in several departments that they are not the most common as F&B, Reception or Housekeeping, we trained at the maintenance (plumber, electricians, carpenter, mechanic etc..), Stores (dry goods and drinks stores) & Water sports.
- This trainings program is a good opportunity for the students. They give them their first work experience, the sense of responsibilities and how to work with a team. All trainees have the same duties, rights and advantages (*as per school agreement*) like all our staff members and are submitted to the same rules.
- The Zanzibar Collection, also support the primary and secondary local school at Bwejuu village. Part of the hotels revenues go to help on school furniture's (books, pen, pencils & renovation of class room) and food. Children with an empty stomach can be focus on studying. The idea is to provide a breakfast and lunch to all the kids at primary school with this initiative; we saw a decrease of truancy.

- On our vision of development, back to the community is really important. We take in consideration an important part of this sustainable development programme, the health. Part of our corporate social responsibility is a project of a nursery and local clinic. Due the needs at the village and with the help of the local representative, we help to build a nursery where woman can give birth and have good care for their children and themselves and in good conditions with no needs to take one or more hours to reach Stone Town, where the hospital is located. Also at the local clinic we support them with materials and requested generic medicine (*supervising by the local doctor*).
- Also we want to break the barriers between locals and tourists. We offer a village tour, that offer the opportunity for tourists to understand better the culture and the local life style. For the locals is a good opportunity and good way to exchange and teach their traditions and culture to foreigners. It's really important for us "The Zanzibar Collection" to open the mind of our guests and teach them the local life and show them that sometime happiness is not material items but on basic needs. At the same time, our guests can find that, part of the money they pay for their stay go to something concrete with results.
- Another element to support the community, it's our suppliers. We try as much as possible to work with local suppliers. (Fishes, Vegetables, Dry goods etc.). Buying from local suppliers, we help them to develop their business and develop the local economy.

Staff Development:

- Our staff members reflect the image of what we want to project and they are our best asset for the company. For this reason, we constant trained and motivate them, it's really important. They have to feel important and be enhance as much as possible. At "The Zanzibar Collection", we do have staff member with us since the beginning of the company with the opening of "Breezes Beach Club and Spa".
- We have all year training and improvement program lead by our Human Resources department.
- Trimester awards (Best Employee, Best Department, Rising Start etc...), that pushes them to be better and between each other looking for the excellence.

Environmental Actions:

- Reducing the use of plastic (No use of plastic straws, reducing plastic amenities, reducing the plastic bottle to switch to refill glass bottle).
- Marine conservation program: it's a new project with a marine conservator to work on the protection and reproduction of the coral. With the climatic change and the increase of tourism such of action have to start now to preserve the ocean. We offer marine life talk to our guests and marine awareness to our staff.
- Beach cleaning: monthly, to be more accurate, every third Sunday of each month we organize a beach cleaning where we invite our guests. This initiative do have several intentions:
 - Awareness to our guests and staff the impact of the plastic in the ocean.
 - Empower our guests and staff and showing them that unfortunately human being take the ocean like a rubbish bin. They have to use the proper place to throw their wastes and sort their wastes.
 - Create a relation between our staff taking this opportunity as a team building experience and also create a relation with our guests.
- Food wastes: All the food that we have from rest of plate or food are given to the local farmers for their animals.
- Solar energy: In Breezes Beach Club & Spa, We use solar panel to all our standard room for the hot water and air conditioner. In Palms, Baraza Resort & Spa and Zawadi, all the rooms do have solar panel for Air conditioner and hot water. The company are working now, on an important solar panel project to be the most sustainable possible. In Africa with almost all year with sunny days, solar panel is a good energy alternative.

5. Discussion

5.1. Corporate Social Responsibilities in the hospitality sector

Corporate Social Responsibility (CSR) is often defined as: 'a concept by which companies integrate the interests and needs of customers, employees, suppliers, shareholders, communities and the planet into corporate strategies' (Sloan et al., 2013, p.242). As a concept or management

approach, CSR emerged a means to counteract unethical and illegal behaviour of corporates in a variety of sectors (Seraphin, Gowreesunkar & Bacari, 2017). Developing countries often view the tourism industry and cognate industries such the hospitality industry as a panacea that can help to solve their economic, environmental, and socio/cultural issues, because of the myth of job creation, infrastructural and cultural understanding related to the previously named industries (Bohdanowicz & Zientara, 2009; Cuccia & Rizzo, 2011). On a worldwide scale, as well, many hospitality establishments have increasingly developed and implemented CSR policies (Kasim, 2004) to operate within internationally set standards of sustainability, and legality. As a results, in recent years, the tourism industry and cognate industries, have witnessed an explosion in the implementation of various CSR initiatives that have taken many shapes, such as community service, fair-trade agreements, community engagement, environmental advocacy, green campaigns, vocational training, and codes of ethics, amongst other things (Gowreesunkar et al., 2015).

5.2. Sustainable Development Goals (SDGs)

Sustainability is now a very important topic in relation to tourism planning and development (Weaver, 2006; Hall et al., 2015). It appears that the best way for the industry to reach sustainable the Sustainable Development Goals (figure 1) is through the engagement of all stakeholders (Byrd, 2007; Waligo et al., 2013).

[INSERT FIGURE 1]

As it is not yet the case, sustainability programmes have received growing criticism (Font, 2017). In response to continued failure, Visser (2015) called for a long-term strategy to unlock changes to achieve the main goals of sustainability through transformational leadership, hence the reason why Seraphin and Vo-Thanh (2020), Seraphin and Yallop (2019), have suggested the involvement of children in the process via resort mini-clubs. The topic of sustainability is going to be even more dominant in tourism with the breakout of COVID-19. This breakout is presented in tourism academic literature (Gossling, Scott & Hall, 2020; Hall, Scott & Gossling, 2020; Higgins-Desbiolles, 2020; Yang, Zhang & Chen, 2020; Jamal & Budke, 2020), and in news media (Bloomberg News [Online]; TTC [Online]; Yuda & Tani, 2020), as a global crisis which has shut down the tourism industry and cognate industries at global level, but also as a crisis which is giving the industry an opportunity to reset itself in a better way for a more sustainable future. This ability to perceive simultaneously the negative and positive of the same phenomenon or crisis is referred as ‘Janusian-thinking’. The term is a reference to Janus, the Roman god with two faces, who looked in opposite directions simultaneously (Rothenberg, 1971, 1996). As a result, Janusian thinking, is a process that involves conceiving and utilising multiple incompatible opposites or contradictory ideas, concepts, images, or antitheses simultaneously (Rothenberg, 1971, 1996). Based on the findings, it would seem that hotels studied cover most of the SDGs (Table 1).

[INSERT TABLE 1 HERE]

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6. Conclusion

During all this years and different experiences, I can see a positive intention of all the companies trying to be more sustainable and trying to find solution to be more responsible and reduce the ecological impact in this consummation world where we are living. Hotels that I have worked have adopted many of the SDGs. For instance, they are involved in training and education (SDG 4 : Education) , women and youth empowerment (SDG 5 : Gender equality), job creation for locals (SDG 8: decent work and economic growth), best employees awards (SDG 16: peace, justice and strong institution),food security programs (SDG 2: zero hunger), poverty alleviation, food security programs (SDG 1: no poverty), environmental actions (SDG 13: climate actions), community projects (SDG 11: sustainable cities and communities), marine conservation program and beach cleaning (SDG 14: life below water), solar energy use(SDG 7: affordable and clean energy), reduced use of plastic (SDG 15: life on land), health and clinic project (SDG 3: good health and well-being) buying vegetables from locals (SDG 12: responsible consumption). On my personal and hotelier view, all actions taken and mentioned above are good to open our guests, staff and hoteliers mind and alert ourselves about the direct and efficient actions that we need and have to take. Also others actions who will need more time and we will have to be patient.

As hotelier, I totally understand that hotel have to make profit but not on a top of social development and economic growth. Unfortunately, during my career, I saw company goals pass over social and economic growth for this reason sometime I took the decision to leave company. I think with a good investment plan, being responsible and honest both sides can be helps (*employer and employees*). One example that will help both sides, hoteliers have to make planning to have their ROI in 8 years and not 5 years. Like that they will be able to offer better salaries to employees, they will be more motivated and efficient with more financial power, so they will have more economical power to buy, economic circle. Also the sector should be more involved in local actions (education, environmental or social), and in my point of view, it will be more effective than actions of big NGO's. This is not to say that *big NGO's* are less efficient or bad, but this is an opinion based on my experience. In hospitality industry, we should be more involved in long term projects or actions and these need to be sustained and not be a one-off one. I know that it demands commitment and more resources, but these are necessary if hotels want to achieve sustainable development and success for the benefit of the economy, the society and the environment. And this is what is missing in the industry!

As a private sector, it's true that we need the help and support of the public sector.
(Government and administration). Like mentioned previously is a mutual work that public and
private sector have to do.

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Table 1: Illustration of SDG actions by Ibis Getafe, NH Hotels, Occidental Hotels and Resorts, Mariposa Hotel and Zanzibar Collection

SDG Number	Goal Definitions	Actions and Projects by Hotels
SDG 1	No poverty	90% of locals employed at hotels; business to locals for purchase of fruits and vegetables; more women employed at hotels; youth are provided job opportunities and training
SDG 2	Zero hunger	Food security programs; providing food to local association. Where their objective were to providing a breakfast and lunch to all the most needed family and most important the children.
SDG 3	Good health and well-being	Health and clinic project; day care for children; tennis local tournament; sports events; inter-hotel local football tournament
SDG 4	Quality of education	Training and education for staff and locals; opening of school to provide better education for locals' children.
SDG 5	Gender equality	Women empowerment plans; hiring of more women in top positions at the hotel
SDG 6	Clean water and sanitation	Sensitisation programmes on clean water and waste management; waste sorting; Food wastes: All the food that we have from rest of plate or food are given to the local farmers for their animals.
SDG 7:	Affordable and clean energy	Solar energy use; awareness campaign to staff and locals on energy management
SDG 8:	Decent work and economic growth	Job creation for locals; 90% of jobs are reserved for locals; businesses are given to locals
SDG 9:	Industry innovation and infrastructure	Environment enhancement and infrastructure development, better schools and road infrastructure
SDG 10:	Reduced inequalities	Breaking barriers between tourists and locals community projects, village tours
SDG 11:	Sustainable cities and communities	Day care for children ; sponsoring local sport activities with material and logistic; giving support to associations helping people with social risk; career guidance and conference on hospitality and tourism to young people;

		supporting the local activities in Christmas period with the “El mejor Belen de la Cuidad”; local support for the earthquake commemoration
SDG 12:	Responsible production and consumption	Encouraging locals to produce fruits and vegetables for hotel consumption
SDG 13:	Climate actions	Environmental actions; cleaning up campaign, beach cleaning, sensitisation programmes on environment
SDG 14:	Life below water	Marine conservation program and beach cleaning, Monthly beach cleaning
SDG 15:	Life on land	Reduced use of plastic; waste management, beach cleaning
SDG 16:	Peace, justice and strong institution	Best employees awards Staff programmes on wellness and better life conditions
SDG 17:	Partnership for the goals	Collaboration of locals in achieving the SDG, local artists performance for entertainment and shows; partnership with NGO's for children education or food program; partnership with universities for training of staff



Figure. 1. Sustainable Development Goals
Source: Gaia education, 2019 [Online]